

SEIZING OUR DESTINY

The Agenda for Riverside's Innovative Future



*"It is not in the stars to hold
our destiny, but in ourselves."*

— William Shakespeare





QUALITY OF LIFE

Using modern **economic development** in this Agenda, we believe that by increasing the community's **quality of life** we will fuel **intelligent growth**, encourage **innovation**, position Riverside as the location of choice for **diverse and dynamic people**, and attract desirable **businesses and jobs** to the region.

This is the way we will seize our destiny.

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*"All you need is the plan, the road map, and
the courage to press on to your destination."*

— Earl Nightingale

READING THIS REPORT

SEIZING OUR DESTINY showcases the community's vision for the future of Riverside and highlights our next steps toward this goal. By utilizing a traveling metaphor throughout this report, we intend to inspire a call to action and a driving forward of the process.

The report includes four main sections that emphasize the Agenda:

THE MAP - Describes the landscape of where we are now and what's in place that ensures future success;

THE DESTINATION - Envisions the characteristics of our community in 10, 15, and even 20 years;

THE STRATEGIC ROUTES - Shows possible paths to travel to our destination;

NEXT STEPS - Explains how our community will move forward to achieve our common goals. By involving the entire community we can seize our destiny and together we will create the future of our dreams. The report ends with the next steps in this process because this is only the beginning. Seizing Our Destiny is the launching pad and call to action to make Riverside the place you and your children want to live, learn, work, create, worship, invest, play and retire.



SEIZING OUR DESTINY

10 FOCUS GROUPS

that involved 75 people,
giving 100 hours

A half-day **VISION LAB**
attended by 26 people,
giving 130 hours

An **ONLINE COMMUNITY**
survey responded to
by 335 people

More than **12 PUBLIC**
FORUMS to share
the Agenda

Outreach to and input
from **WIDELY DIVERSE**
representatives from
the community

The Steering Committee
devoted more than **315**
HOURS of expertise

From its beginning in 1870, Riverside has always been a prosperous, desirable place to live because of the foresight and innovation of its founders, and the dedication and commitment of residents to ensure a high quality of life. Decisions made throughout the early decades of Riverside's history by elected officials, private business-people and community-based leaders have led to the advantages we enjoy today.

As we look ahead 10, 15, even 20 years, we realize that now is the time to make the choices that will determine our collective future. We are inspired by the challenge this Agenda presents – to become a City known for its outstanding quality of life, the ability to catalyze innovation, to be the location of choice for dynamic and diverse people and for unifying action for the common good.

But how do we make the right choices for this community we love? How do we choose wisely to maintain and even expand upon Riverside's historic high quality of life? How do we ensure that Riverside's rich rewards benefit all who live, work and study here, especially as California and our region integrate significant demographic and economic changes?

As civic leaders – both government (public) and business, faith, community, neighborhood-based (private) – we believe the first step in making the right choices is to establish this shared community vision for Riverside's future. With the development of this bold and extraordinary Agenda, our community is now set to embrace a comprehensive roadmap to guide the City into a prosperous future, choosing investments in the near term that will pay off when our children have children. Only with audacity will Riverside make the leap to the next level of greatness.



Starting from a Place of Pride & Investment

People who know Riverside recognize what an outstanding city it is and understand that its infrastructure, historic core and neighborhoods reflect its greatness. Residents, business owners, students and social organizations have readily expressed pride in their City, and civic and social leaders have dedicated significant resources to improvements that benefit all Riversiders.

The massive growth of the Southern California region has presented both benefits and challenges for our community. In large part, Riverside's proximity to the international city of Los Angeles and the vibrant Orange County region has been positive, bringing employment opportunities to Riversiders and introducing a diverse set of people and businesses to the advantages our city offers. Now we have decided to come to the regional land-use and policymaking table as an equal partner and advocate that the region's policies, priorities and projects reflect the goals, ambitions and needs of Riverside and our community.

The City of Riverside has already forged ahead with many affirmative and optimistic initiatives, supported and guided by the private sector. These include the Renaissance infrastructure building program, Green Riverside's environmental sustainability programs, digital inclusion and access programs of SmartRiverside, restoration of the historic Fox Theater and construction or renovation of many parks and recreational facilities.

These initiatives have established a firm foundation for the City's future, but it is now time to articulate a comprehensive vision for the City. There is a need to integrate past and future initiatives into a cohesive whole – to make the sum greater than its parts – and to identify additional initiatives that will advance Riverside's future.



A VISION FOR RIVERSIDE

On May 26, 2009, the Riverside City Council approved the following goals as a bold and far-reaching start to a strategic visioning process that will guide Riverside to a leading position in the region, country and world.

RIVERSIDE ASPIRES TO BE A CITY OF:

DYNAMISM - by being a hub of global economy

FUTURE - that celebrates its history and its forward growth

INTERNATIONAL REACH - with a great diversity of people

INSPIRATION - by creating a culture and community of the arts

IDEAS - advanced through a world-class education

INNOVATION - through the development of new technologies

HEALTH - by promoting well-being here and across the globe

EARTH - by creating a clean and sustainable environment

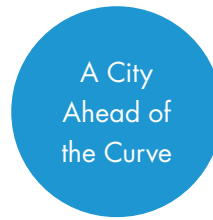
FREEDOM - enjoyed with peace and safety

COMMUNITY - with a vibrant urban city center, neighborhoods, faith communities and outdoor life

SEIZING OUR DESTINY: THE AGENDA FOR RIVERSIDE'S INNOVATIVE FUTURE

OUR MAP - WHERE WE ARE

What makes our bold, innovative future possible?



OUR DESTINATION - WHERE WE ARE GOING

What will people believe about Riverside?



OUR STRATEGIC ROUTES - HOW WE WILL GET THERE

How will we achieve what we envision?

- Strong Innovative Economy that Builds Community
- Well-Developed, Highly Sought-After Workforce
- Lifelong Learning for All
- Home of Next-Century Health Care
- Becoming a Green Machine
- Around the City, Around the Year, Around the Clock
- Transforming Spaces into Places
- Big City Recreation with Hometown Feel
- Creativity Central
- Collaborating to Build Community
- Telling Our Story

OUR MAP: WHY RIVERSIDE, WHY NOW?

Many cities, including Riverside, aspire to be a city of the future, of innovation, of international reach, etc. These are noble goals that few could disagree with. They are also extremely difficult to achieve.

Why do the political, social and civic leaders of Riverside believe the City is positioned to make them true, and why now? It's simple: Riverside is a City ahead of its time and ahead of the curve. This section describes the landscape that makes the Agenda not only possible, but probable.

A City Ahead of its Time

From its beginning, Riverside has been a City of forward-thinking, creative and ingenious pioneers and innovators. In 1870 when John North looked at the rich land bordering the Santa Ana River, he was able to envision rolling hills of agriculture and a city destined to be the center of Inland Southern California.

To make his dream a reality, North and other founders built in 1871 a canal that still brings a dedicated source of water, making Riverside one of the only cities in California approaching water independence.

Early in the City's history, resident Eliza Tibbetts experimented by importing, planting and nurturing three Brazilian orange trees without knowing they would be the basis for an agricultural empire. They created the necessary ingredients that led to California's other "Gold Rush" – the citrus industry's wildly successful rise from 1870-1940. By 1882 Riverside was home to more than half of the state's 500,000 citrus trees. Advances such as refrigerated railroad cars and innovative irrigation systems made Riverside the wealthiest city per capita nationally by 1895.

Another dreamer with big plans, Frank Miller, expanded a small hotel into the Mission Inn, which is still the largest Mission Revival Style building in the U.S. Along with the City's prosperity, climatic and geographic advantages, the treasured Mission Inn has been a prime attraction for the rich and famous, including celebrities and several U.S. Presidents.

The City's early leaders created an enduring legacy of architecture and public spaces. They invited Frederick Law Olmstead, famous for New York's Central Park, to Riverside to build Fairmount Park, which is still a favorite spot for Riversiders to fish, picnic or hear live musical performances. The YWCA brought Julia Morgan, Hearst Castle's architect, to Riverside to build what is now the Riverside Art Museum.



Other ways in which Riverside has been ahead of its time include our 85-year-old community theater and 100-year-old, non-denominational Easter Sunrise Service on Mt. Rubidoux – both are said to have been the first in the nation.

The region has been a hub of waves of private sector innovation through the years. HotPoint Appliances began here in the 1890s. Hunter Douglas Blinds began here and brought its revolutionary, energy-saving window blinds to market in the mid-80s. Riverside is also home to the first unified Auto Center in the United States (c. 1965), innovating the practice of placing auto dealerships near one another for added convenience and expanded selection for the consumer.

As a leader of private sector business interests, the Greater Riverside Chambers of Commerce has always played an important role in attracting and retaining entrepreneurs, companies and innovative forces in Riverside. In 1901 the Chamber took on two important projects: helping bring a new railroad line through Riverside and writing a city charter,

which the City of Riverside Board of Trustees adopted in 1907.

In 1917 as the United States prepared to enter World War I, Riverside's business leaders and the Chamber developed a prospectus that convinced the federal government to build one of the nation's first military airfields southeast of the city; it is now called March Air Reserve Base. The base has been a major part of Riverside's economic success since its beginning and continues to hold promise for our future.

In 1947 the Chamber encouraged Marlan and Rosemary Bourns to establish their company in Riverside, a move that led to the multi-billion dollar, international engineering corporation Bourns, Inc. The Bourns gave back to the city that helped them succeed by endowing the Bourns College of Engineering at UC Riverside. Over time, other companies such as Rohr Aircraft (Goodrich), Hunter Engineering, Toro, Butcher Boy (Windsor Foods), Flexsteel and Amtrak would also call Riverside home.

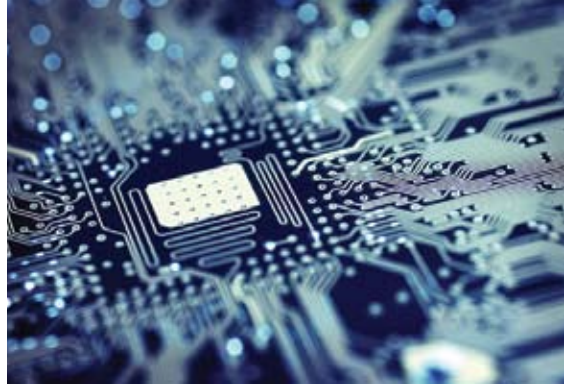


More recently, large companies such as Pepsi and Nordstrom have come to Riverside in part because of the collaborative efforts of the City and Chamber. Business leaders were also instrumental in Riverside becoming the legal seat for the County of Riverside, and the region. Both La Sierra University and the California School for the Deaf were attracted to Riverside because of the commitment by business leaders and philanthropists to support the schools and their students.

With the founding of the University of California Citrus Experiment Station in 1907, Riverside was destined to become the home of a major land-grant research university. Some of the cutting-edge horticultural research and discoveries emanating from the campus include pioneering research in biological pest control (integrated pest management) and the use of growth regulators responsible for extending the citrus growing season in California from four to nine months. Now known as UC Riverside, the campus is home to some of the world's most important research collections on subjects as varied as citrus diversity, entomology, science fiction and photography.

UC Riverside has become a leading university in the nation. It ranks 16th in Washington Monthly's 2009 national university rankings, based on contribution to the public good, and 5th in ethnic diversity according to U.S. News & World Report. In addition to its nationally ranked public university, the City has the distinction of being home to two well-respected private universities and Riverside Community College (RCC). California Baptist University is ranked 38th by U.S. News among master's universities; La Sierra University is ranked 1st in racial diversity among master's universities in the West; and RCC has recently been chosen as one of only seven colleges nationwide to join the Bill & Melinda Gates Foundation's efforts to double the number of low-income young adults who enter and complete a post-secondary education.

This impressive heritage of pioneers and innovators has been embedded in Riverside from its inception, and provides a solid launching pad for the future.



A City Ahead of the Curve

People who know and appreciate Riverside think the greatness of their City is not yet known. Riversiders believe it is, unfortunately, the “best kept secret in Southern California.” The hometown feel with big city amenities, attractive and historic downtown, diverse neighborhoods and year-round climate that promotes outdoor living all add up to a place residents are proud to call home.

We have much to be proud of: the preservation of Riverside’s historic downtown architecture; the independence of the public utility system; the commitment that the City will receive 50% of its power from renewable resources by 2013; the SmartRiverside program that provides computers to low-income residents and free wi-fi to most of the City; and recent investments in infrastructure, such as Renaissance Riverside (a multi-billion dollar program improving roads, parks and cultural attractions). Much like the City’s founders, Riverside’s civic and social leaders have made strategic investments that today are paying off and increasing the quality of life for all who live here. This Agenda will guide similar choices for our future.

People are noticing and we are celebrating: Riverside has been named the first Emerald City in California, one of the 21 most intelligent tech cities in the world (the Smart21 Communities Awards) and among 13 of the U.S.’s “Most Livable Communities.” More importantly, residents and business owners in Riverside are excited by what’s happening in the City and what our collective future holds.

As the country comes out of a deep recession, Riverside is exceptionally well-positioned and is an attractive place for businesses and families to relocate. Careful fiscal discipline has ensured the City is in the black – with reserves – even as the recession’s toll mounted.

These distinctions – in combination with reliable water, low-cost utilities powered by clean energy, the education systems to prepare a diverse workforce and an extraordinary collection of three universities and a community college – give Riverside powerful tools to advance into the future. With this head-start, Riverside is sure to stay ahead of the curve.

THE RIVERSIDE ADVANTAGE

RIVERSIDE'S AWARDS & HONORS

America's Best 100 Communities for Young People (*America's Promise Alliance, 2008*)

Riverside received the Playful City USA Award (*for American cities that have made innovative play for children a priority for the community, 2009*).

Riverside was designated as the first ever Emerald City by the State of California Department of Conservation (*for its sustainable green initiatives and renewable energy, 2009*).

Riverside was named as one of the nation's top 13 "Most Livable Communities" (*by the nonprofit Partners for Livable Communities, 2009*).

Riverside was chosen as one of 21 cities worldwide to receive the Smart21 Communities award (*for technology infrastructure, Intelligent Community Forum, 2009*).

Riverside was recognized 5th in the Digital Cities Survey Top Ten (*in 250,000 or more population category, Digital Cities Survey, 2009*).

Riverside was chosen by the Smithsonian to have a formal affiliation with the City and the Riverside Metropolitan Museum – the only municipality in the nation to be so honored.



"City by city, Riverside can be seen as the best."

- Focus Group Participant



SIZE

- 12th largest city in California
- Miles covered: 85
- Residents: 300,096

CLIMATE

- Average temperature: 79 degrees
- Sunny days per year: 277

LIVABLE COMMUNITY

- Distinctive neighborhoods: 26
- Diverse housing: from downtown live-work lofts to multi-acre horse and agricultural properties
- Parks: 54
- Hiking or walking trails: 17 miles

EDUCATION

- K-12 students: 60,000
- College students: 53,000
- Educational institutions: 2 public school districts, 1 charter school, 30 private K-12 schools, 1 California School for the Deaf, 1 Sherman Indian High School, 1 community college system, 1 land-grant public research university, 2 private universities

ARTS, CULTURE & ENTERTAINMENT

- Museums: 8
- Performing arts venues: 12
- Art galleries: 11
- Festivals and community gatherings: 20, including Festival of Lights, Mariachi Festival, International Film Festival, Easter Sunrise Service, Ghostwalk Riverside and the Mayor's Ball for the Arts

BUSINESS ENVIRONMENT

- Greater Riverside Chambers of Commerce: 1,478 members, the third largest in Southern California; other active Chambers include: Greater Riverside Hispanic Chamber of Commerce, Inland Empire African American Chamber of Commerce and the Asian Indian Chamber of Commerce
- Largest private employers in City: Goodrich Aerospace (500 employees); K&N Engineering (438); Pepsi Cola Bottling Co. (400); E.R. Carpenter Company (375); Luxfer Gas (350); and Wild Rocket Foods (350)
- Largest public employers in City: UC Riverside (6,470 employees); the Riverside Unified School district (4,000); and the City of Riverside (2,569)
- Relationship with City: Economic Development programs include streamlined permitting process, such as fast-tracking for significant commercial projects, business liaison services and possible utility rate incentive
- Cost of citywide wi-fi access: Free

OUR DESTINATION

Now that the landscape of Riverside has been surveyed and its readiness to face the future has been established, this section describes our ultimate goal – the desired destination – of the Agenda.

DESTINATION AT-A-GLANCE

- Outstanding Quality of Life
- Catalyst for Innovation
- Location of Choice
- Unified City for Common Good





IN THE FUTURE PEOPLE WILL BELIEVE THE FOLLOWING ABOUT RIVERSIDE...

>> Riverside promotes an outstanding quality of life for all through intelligent growth.

Riverside embraces economic growth and directs it so it maintains and improves the already outstanding quality of life. Intelligent growth that matters includes growing the economy, raising the standard of living and managing a growing population.

Expansive and open, Riverside uses land and repurposes historic structures in ways that contribute to the community through providing excellent jobs, support to businesses and stewardship of the City's heritage and natural beauty.

The City leverages its many regional competitive advantages, including the amount of space available for adaptive re-use, consistently lower cost municipally-owned utilities, and lower land, building and development costs.

Riverside maximizes its position as the gateway to the United States and the world through trade and transportation networks.



>> Riverside catalyzes profound discoveries and creativity in the arts, technology, research and business innovation.

Riverside's community leaders collaborate to address issues, which leads to more multi-disciplinary, innovative approaches that transcend traditional boundaries.

The people and educational institutions of Riverside cultivate and support useful and beneficial ideas, research, products, scholars, businesspeople, artists, etc.

Creativity and innovation permeate all that Riverside does, which makes the City a trendsetter for the region, California, and the world to follow.

>> Riverside is a location of choice and attracts creative, entrepreneurial, dynamic and diverse people as residents, workers, business owners and visitors.

An unmatched landscape, year-round outdoor living, ample recreational opportunities and attention to healthy living make Riverside one of the most inspiring, livable, healthy and adventurous cities to live in or visit.

Riverside exists as a choice destination because it provides an abundance of opportunities to be amazed, inspired and entertained, including: arts and cultural offerings; well-defined, welcoming neighborhoods; well-paying jobs in strong companies; diverse educational opportunities; and much more.

Riverside has everything Riversiders need, and its central location means that they are within an hour-long drive to the beach, snow, Los Angeles and Orange County shopping and cultural offerings, apple picking, horseback riding, Palm Springs, backpacking, mountain biking, etc.

>> Riverside unifies its diverse community to accelerate the common good for the City as a whole.

People are brought together around common interests and concerns, while the unique character of Riverside's neighborhoods and diverse communities are celebrated and valued.

Riverside is a caring community that has compassion for all of its inhabitants, and that supports people's connection to one another, and the City as a whole.

The long-standing diversity of the City provides a comfortable home for people from all backgrounds, cultures and interests – Riverside is a city for everyone and by everyone.

Riverside respects and values the cultural heritage, distinct needs and varied input of each of its diverse citizens, while proactively engaging those citizens across historical dividing lines.

OUR STRATEGIC ROUTES

To arrive at our destination, Riverside will pursue 11 Strategic Routes. We have identified several Exemplary Initiatives for each of the Routes that we believe will propel the Agenda forward. The chosen Initiatives reflect the most prevalent and promising ideas suggested through community input. While some of the Initiatives are already in progress, the goal of including them is to garner additional support for full and swift completion. **The Strategic Routes and Initiatives are summarized here; full descriptions of each begin on page 18.**

EACH STRATEGIC IDEA INCLUDED IN THE AGENDA MET THE FOLLOWING CRITERIA:

- Capitalize on existing **assets that combine** to create something **uniquely Riverside**
- Result in **impact** with a potentially **significant magnitude** or scope
- Integrate **economic and community** development
- Serve as a potential **model** for other cities
- Foster **collaboration** across diverse entities with complementary strengths
- Allow **Riverside to distinguish itself** from other cities vying for similar reputation, investment or resources
- Support and **enhance other strategic routes** – creates focus toward achieving the Agenda
- Build a **marketable brand** that supports “The City of Arts and Innovation”



STRATEGIC ROUTES AT A GLANCE



*"Riverside gives you the opportunity
to do pretty much anything."*

- Vision Lab Participant

1. STRONG INNOVATIVE ECONOMY THAT BUILDS COMMUNITY

- 1.1 Actively recruit companies within five desirable industries
- 1.2 Incubate, support and help entrepreneurs
- 1.3 Create sustainable funding mechanisms and attract investment to support business innovation
- 1.4 Streamline government procedures, processes and forms
- 1.5 Create incentives that ensure the highest levels of business success
- 1.6 Enhance the relationship of public and private stakeholders with March Air Reserve Base

2. WELL-DEVELOPED, HIGHLY SOUGHT-AFTER WORKFORCE

- 2.1 Utilize available training resources to prepare all residents for the workforce
- 2.2 Support and enhance professional programs
- 2.3 Integrate the many resources in Riverside to ensure that people are trained
- 2.4 Link residents with training, job placement and retention services

3. LIFELONG LEARNING FOR ALL

- 3.1 Foster learning that both supports career development and enhances personal growth
- 3.2 Showcase students' and faculties' work, discoveries, research and productions
- 3.3 Link and coordinate offerings that support student transitions
- 3.4 Increase K-12 student achievement
- 3.5 Leverage SmartRiverside to support residents accessing lifelong educational experiences

4. HOME OF NEXT-CENTURY HEALTH CARE

- 4.1 Create a Task Force to develop a plan to effectively leverage the UCR Medical School
- 4.2 Invest public and private funds in the Medical School
- 4.3 Integrate other educational and research programs with the Medical School



5. BECOMING A GREEN MACHINE

- 5.1 Fully implement the Green Riverside Action Plan
- 5.2 Create a "Green Business District"
- 5.3 Determine innovative ways to preserve and enhance the Greenbelt
- 5.4 Implement an action plan for international recruitment of green business

6. AROUND THE CITY, AROUND THE YEAR, AROUND THE CLOCK

- 6.1 Establish five highly walkable destinations
- 6.2 Provide exciting, edgy, fun and safe arts and culture opportunities and venues for young people
- 6.3 Capitalize on the investment already made in the Fox Theater
- 6.4 Host a major signature event each season
- 6.5 Modernize and expand the Convention Center

7. TRANSFORMING SPACES INTO PLACES

- 7.1 Showcase Riverside to visitors and residents in creative ways
- 7.2 Creatively re-use the historic core and respectfully add value
- 7.3 Collaborate with other cities to co-market

8. BIG CITY RECREATION WITH A HOMETOWN FEEL

- 8.1 Create a RiverWalk destination
- 8.2 Create sculpture garden walks
- 8.3 Create a master plan for the Greenbelt
- 8.4 Establish Riverside as the home of, and training ground for, world-class athletes

9. CREATIVITY CENTRAL

- 9.1 Create a highly visible artists' colony
- 9.2 Develop performance and exhibition spaces
- 9.3 Showcase existing architectural statements
- 9.4 Ensure that all roads to the arts run through and to Riverside
- 9.5 Establish a Museum of Innovation

10. COLLABORATING TO BUILD COMMUNITY

- 10.1 Provide opportunities for Riversiders to develop a shared understanding of "the common good"
- 10.2 Build on relationships with faith leaders and work together
- 10.3 Strengthen local philanthropy and develop new philanthropists
- 10.4 Promote participation of diverse people
- 10.5 Convene education, civic and business leaders to work together

11. TELLING OUR STORY

- 11.1 Develop a destination marketing and promotional campaign
- 11.2 Ensure that a positive image is projected, even to people on the freeway
- 11.3 Utilize local print, online and broadcast media
- 11.4 Position Riverside leaders as spokespeople for the Inland Southern California region

STRATEGIC ROUTE 1

Strong Innovative Economy that Builds Community

Riverside attracts, nurtures and sustains an exciting nexus of cutting-edge, 21st Century business people and leaders whose products, services and organizations have a profoundly positive impact on the region and the world.

Ways to achieve this future include:

EXEMPLARY INITIATIVE 1.1

The City, its Chambers of Commerce and other civic leaders have identified five desirable industries for Riverside: medical/health care, including services, medical devices, biotechnology and pharmaceuticals; professional services; financial/insurance/legal; green technology/manufacturing; and innovative high tech. These industries were chosen because of their potential to bring clean, green businesses, create high-paying jobs, attract knowledge workers, meet market demand and take advantage of Riverside's infrastructure. **Riverside will actively recruit companies within five desirable industries:**

- Continue and expand City Economic Development staff participation in trade organizations to network with key decision-makers and real estate/ company location decision makers, such as NAIOP (National Association of Industrial and Office Properties), CoreNet (for corporate real estate) and ICSC (for retail).
- Continue and expand regional and national advertising in trade and real estate magazines.
- Actively involve appropriate business executives and academic representatives in meetings with prospective businesses – making the case that Riverside is a business-friendly city.
- City Economic Development staff and Chambers of Commerce work collaboratively to identify potential businesses and tenaciously pursue those prospects.



EXEMPLARY INITIATIVE 1.2

Riverside provides fertile ground for the development of new ideas and business innovation. The private sector Riverside Technology CEO Forum has developed a full slate of recommendations to support local business development, which should be followed. **Riverside will incubate, support and help entrepreneurs** grow their businesses, particularly those in the technology field, in the following ways:

- Expand and add to the existing University Research Park that has space for both start-ups and established companies – for example, add a full complement of amenities such as a coffeehouse, dry cleaners, basketball courts, etc.
- Develop a robust incubator program.
- Launch a Center for Entrepreneurship to provide the support necessary for a company's stages of growth.





EXEMPLARY INITIATIVE 1.3

Business requires capital to flourish and both public and private sector entities must ensure that it flows to Riverside. **Create sustainable funding mechanisms and attract investment to support business innovation.** Pool public and private funds for maximum impact through vehicles such as a Venture Capital Fund, an Enterprise Fund or the creation of an Innovation Center.

EXEMPLARY INITIATIVE 1.4

Reducing obstacles allows business owners and employees to focus on the bottom line. The City of Riverside will continue to **streamline government procedures, processes and forms** so that business people's time and effort is directed at growing their business. For example, the Fast Track program (in which building permits are expedited) could be expanded and the City could improve inter-departmental coordination of pre-development meetings and permit review, approval and inspection, reducing the time and effort needed for a company to locate in Riverside.

EXEMPLARY INITIATIVE 1.5

Local governments have many methods to draw and retain businesses. Riverside has attractive features such as competitively-priced land, industrial and office space and utilities, as well as a strong infrastructure. But sometimes, especially when companies are considering areas outside of California, something more is needed. Riverside will **create incentives that ensure the highest levels of business success** while protecting the community's quality of life. The creation of an "Innovation Economy" Center could centralize all services for entrepreneurs and new companies in one location, perhaps at the University Research Park. Establishing incentives around utility and economic development rates is another possible path.

EXEMPLARY INITIATIVE 1.6

March Air Reserve Base sits just outside of City limits, but its impact ripples throughout Riverside and beyond. The Base brings cutting-edge technology and health programs, well-educated personnel as residents and white collar jobs, both military and civilian. **Enhance the relationship of public and private stakeholders with March Air Reserve Base** to leverage the assets it brings.

STRATEGIC ROUTE 2

Well-Developed, Highly Sought-After Workforce

RIVERSIDE'S WORKFORCE



Riverside develops diverse, highly trained, next-generation employees that embrace the entrepreneurial spirit and take full advantage of the abundance of skill-building opportunities needed to compete in the identified five highly desirable industries.

Ways to achieve this future include:

EXEMPLARY INITIATIVE 2.1

Riverside is endowed with three universities and a community college, two local K-12 school districts, specialized institutions such as the California School for the Deaf and Sherman Indian High School, and several private educational institutions. Riverside Community College, UC Riverside, California Baptist University and La Sierra University alone educate more than 53,000 students annually. Riverside will **utilize these resources to prepare all residents for the workforce**, with an emphasis on preparing all levels of employees for careers. Some specific paths include enhanced coordination among educational institutions; development of private-



public partnerships; inventorying workforce skills needed for current and desired industries; inventorying the number and type of degrees being earned here; identifying gaps in skills and degrees and strategizing how to fill them.

EXEMPLARY INITIATIVE 2.2

The growth of professional programs at Riverside's three universities presents an opportunity to increase preparation for white collar jobs. **Support and enhance professional programs** at both the undergraduate and graduate levels, particularly those that prepare people for our targeted industries and increase their access to professional careers, including private sector internships, shadowing and mentoring programs. Utilize local business expertise and acumen to ensure the most relevant and appropriate curriculum; provide internship opportunities that bridge the transition from college to work; and expand continuing education programs to help experienced managers make the transition to industry leaders.

EXEMPLARY INITIATIVE 2.3

Riverside has a wealth of private, nonprofit and government programs to help people in the skilled trade, manufacturing and service sectors advance their careers and earning potential. **Integrate the many resources in Riverside to ensure that people are trained** to their highest level and to increase their access to employment through job training for low-income people.

EXEMPLARY INITIATIVE 2.4

As the seat for the County of Riverside, the City has numerous and varied employment programs to be leveraged. We will work closely with the County Workforce Development Centers to link **Riverside residents with training, job placement, and retention services**, as well as assisting employers create programs to support hiring.

STRATEGIC ROUTE 3

Lifelong Learning for All

Riverside values education as a high priority and supports a culture of education that ensures a passion for learning, job prosperity and an increased quality of life for all through a full slate of educational opportunities.

Ways to achieve this future include:

EXEMPLARY INITIATIVE 3.1

A diverse City, Riverside's residents need opportunities to expand their horizons at all ages. **Foster learning opportunities that both support career and personal development and enhance personal growth.** Use the full spectrum of educational opportunities to achieve this, including traditional degree programs, online education, University extension, City-sponsored programs through community centers and parks, for-profit academic programs and elderhostel-type programs.





EXEMPLARY INITIATIVE 3.2

Riverside's students and faculty members generate high-quality products. **Showcase their ingenious work, discoveries, research and productions** and support innovation through Innovation Centers and a public-private Innovation Fund.

EXEMPLARY INITIATIVE 3.3

Students need help moving effectively through secondary and post-secondary education and into full employment. Students, schools, employers, government and community all offer valuable resources for student success. **Link and coordinate offerings that support student transitions.** Bringing these together in a more systematic way will support completion of educational programs, career readiness and job placement.

EXEMPLARY INITIATIVE 3.4

Riverside has two public school districts that combined serve more than 60,000 students who speak more than 50 languages. **Increase K-12 student achievement** – and increase the college-going rate – by increasing collaboration between the school districts, engaging the business community in tutoring and mentoring programs, supporting parent involvement, encouraging adult volunteerism in the schools and becoming a regional destination for science and technology camps during breaks in the school year.

EXEMPLARY INITIATIVE 3.5

Riverside has created a cutting-edge technology infrastructure with the SmartRiverside program, which has provided computer training, refurbished hardware and wireless access to more than 3,000 low-income residents. **Leverage the SmartRiverside initiative to support residents accessing lifelong educational experiences**, such as virtual learning programs and online degrees.



STRATEGIC ROUTE 4

Home of Next-Century Health Care

Riverside is the home of next-century health care, research, device and pharmaceutical development and manufacturing, and highly-skilled, diverse medical professionals which attract patients, retirees, students and workers committed to wellness.

Ways to achieve this future include:

EXEMPLARY INITIATIVE 4.1

The University of California at Riverside (UCR) is developing a medical school with research, teaching and service programs to improve the health of Californians, and special attention to the needs of the diverse and growing Inland Southern California region. The UCR Medical School presents an exciting opportunity to build a new industrial cluster to provide widespread economic benefits and well-paying, stable jobs for all levels of employees. **Create a Task Force to develop a plan to most efficiently develop and most effectively leverage the UCR Medical School** for the benefit of all Riverside. The activities of a Task Force could include:

- Conduct a competitive analysis;
- Determine Riverside's distinctive niche in related industries;
- Inventory office, laboratory and clinical spaces available for potential businesses;

- Survey other successful public-private partnerships that have built and leveraged higher education initiatives for the benefit of the economy, such as those in Michigan and Georgia; and
- Coordinate activities of all stakeholders toward the vision for the Medical School.

EXEMPLARY INITIATIVE 4.2

Ensure that the UCR Medical School maximizes its potential - not only to benefit UC Riverside and the UC system, but also economic and community benefits for Riverside and the region. The community of Riverside will **invest public and private funds in the Medical School**, such as offering scholarships for students who commit to stay in Riverside post-graduation or joint funding to attract high-quality faculty.

EXEMPLARY INITIATIVE 4.3

Riverside, and the region, is growing and the need for first-class health care and health care professionals grows as well. **Integrate other educational and research programs** (such as the Nursing Programs at California Baptist University and Riverside Community College) and link them to the UCR Medical School to create allied health care programs and cohesive health care education and practice.





STRATEGIC ROUTE 5

Becoming a Green Machine

Riverside is the international magnet and model for sustainable business, environmental innovation and green living with a synergistic partnership of industry, City leadership and residents.

Ways to achieve this future include:

EXEMPLARY INITIATIVE 5.1

The City of Riverside has developed a comprehensive Green Riverside Action Plan that spells out goals and actionable steps to conserve energy, reduce greenhouse gas emissions, reduce waste, spur environmentally friendly design, protect and extend open space, improve transportation systems, conserve water and ensure healthy communities. **Fully implement the Green Riverside Action Plan** through the combined efforts of the public and private sectors.

EXEMPLARY INITIATIVE 5.2

Riverside leaders agree that the future lies in clean, green businesses and business practices. **Create a “Green Business District”** that includes an Enterprise Zone with special incentives to attract new businesses or reinvent existing businesses. Focus on attracting companies and entrepreneurs in the City’s desired industries.

EXEMPLARY INITIATIVE 5.3

Riverside’s citrus industry has given the City a legacy of vast acres of undeveloped agricultural land. **Determine innovative ways to preserve and enhance the Greenbelt** on the southwestern end of the City near the Citrus Heritage Park, such as vineyards, pedestrian/equestrian friendly paths and clustered growth that use sustainable practices.

EXEMPLARY INITIATIVE 5.4

The City’s investment in greening its public services and fleet, as well as its commitment to reducing air pollution, has positioned Riverside as an expert on environmentally forward-looking public policy. For example, Beijing asked Riverside to advise its smog reduction program in preparation for the 2008 Olympics. Leverage this international reputation to **implement an action plan for international recruitment of green business** based on an awareness campaign touting Riverside as the hub of sustainable innovation.

STRATEGIC ROUTE 6

Around the City, Around the Year, Around the Clock



Riverside buzzes with an unmatched array of nationally recognized and regionally distinctive destinations delighting people of diverse interests, age groups and lifestyles by providing a mix of popular venues for dining, shopping, entertainment and socializing.

Ways to achieve this future include:

EXEMPLARY INITIATIVE 6.1

An important part of attracting and maintaining a Well-Developed, Highly Sought-After Workforce (see Strategic Route 2) is to ensure there are social activities and amenities that make Riverside a desirable place to live.

Establish five highly walkable destinations throughout the City that include retail shopping (both high-end national chains and funky boutiques), dining, entertainment and socializing. The walkable destinations highlight the distinctive nature of Riverside's neighborhoods and leverage existing locations such as the Riverside Plaza and downtown. While further analysis is needed, initially it is recommended the five destinations be:

1. Downtown Riverside
2. The Marketplace (transit-oriented destination)
3. University Village/University Corridor (areas near UC Riverside)
4. Brockton Arcade/Magnolia Center
5. Magnolia from Van Buren to the Galleria

EXEMPLARY INITIATIVE 6.2

Riverside is home to more than 53,000 college students who, if they regularly stayed in the City for entertainment and shopping, could contribute millions of dollars in revenue. In the short-term their consumer dollars would stay in Riverside and, over the long-term, a number of highly desirable college graduates would choose to make their home here. **Provide a full array of exciting, edgy, fun and safe music, theater, dance and art opportunities and venues for young people (16-35 years old)** to stay in Riverside to participate in arts and culture with their peers.



EXEMPLARY INITIATIVE 6.3

More than \$30 million has been invested to upgrade the historic Fox Theater into a state of the art performing arts venue. **Capitalize on the investment already made in the Fox Theater** by developing an action plan for a thriving Arts & Culture District with plentiful pre- and post-theater activities/venues; program a wide range of entertainment at Fox and surrounding venues; and otherwise ensure that downtown is an exciting nexus of activity.

EXEMPLARY INITIATIVE 6.4

The City of Riverside has long been a favorite destination of Inland Southern California because of popular, signature events, such as the Festival of Lights. **Host a major signature event each season** that highlights different parts of the City's geography, history and human and social capital (universities, cultural monuments, ethnic communities and architecture) and appeals to all age groups.

EXEMPLARY INITIATIVE 6.5

The Convention Center in downtown Riverside, built more than 35 years ago, is a flexible, welcoming space for events, conferences and gatherings. **Modernize and expand the Convention Center** to bring in additional recreational, sporting, business and trade association events and activities that will generate downtown vitality by drawing residents to events and introducing greater numbers of visitors to Riverside.



STRATEGIC ROUTE 7

Transforming Spaces into Places

Riverside is a highly desirable place to live, work and play because it has respectfully developed its historical heritage and spaces into undeniably inviting places.

Ways to achieve this future include:

EXEMPLARY INITIATIVE 7.1

Riverside has a rich historical and architectural legacy that can be seen in beautiful buildings, attractive homes and friendly neighborhoods.

Showcase Riverside to visitors and residents in creative ways, including self-guided walking tours, physical markers, online and/or print publications about different aspects of the City's intriguing history.

EXEMPLARY INITIATIVE 7.2

Enhance the historical and architectural legacy of Riverside through public policies that encourage development that **creatively re-uses the historic core and respectfully adds value** to it. For example, rehab an unused citrus industry packing plant and convert it into an upscale antique shopping destination or a dance venue for young people.

EXEMPLARY INITIATIVE 7.3

Riverside ranks with other local destinations, such as Laguna or Idyllwild, in terms of the arts and cultural attractions it boasts. **Collaborate with other cities to co-market** to potential visitors about the arts, historical, recreational and cultural opportunities that the City offers.





STRATEGIC ROUTE 8

Big City Recreation with a Hometown Feel



Riverside boasts connected neighborhoods through the ingenious use of multi-use trails, parks, recreational facilities and services. The City's dynamic residents take advantage of the year-round temperate climate and utilize miles of trails and tree-lined streets to enjoy the spectacular natural environment.

Ways to achieve this future include:

EXEMPLARY INITIATIVE 8.1

The Santa Ana River runs the length of Riverside and is the genesis for the City's name. Put the river back in Riverside by **creating a RiverWalk destination** with recreation and community spaces along the Santa Ana River. Establish a Task Force to study the feasibility and propose a plan.



EXEMPLARY INITIATIVE 8.2

In 2010 Riverside will have an urban forest of more than 200,000 trees, in addition to 54 parks, including Sycamore Canyon with more than 1,500 acres of open space and trails. **Create sculpture garden walks** that travel on City trails from the Citrus Heritage Park along Victoria Avenue, and from Mt. Rubidoux to Fairmount Park.

EXEMPLARY INITIATIVE 8.3

Create a Master Plan for the Greenbelt that converts it from unsustainable uses to a multi-purpose recreational destination that includes trails, sports fields, equestrian uses and more sustainable agriculture.

EXEMPLARY INITIATIVE 8.4

Riverside has spawned world-class athletes, including baseball stars Dusty Baker, Bobby and Barry Bonds, basketball players Reggie and Cheryl Miller, several professional football players and numerous car racing competitors. Our year-round temperate climate provides the perfect environment for competitive sports. The City already has a one-of-a-kind soccer facility and will soon be home to a world-class aquatic center. With our history of excellence and natural attributes, we will **establish Riverside as the home of, and training ground for, world-class athletes** by providing state of the art training facilities, athletic centers and bringing professional sports teams (such as a minor league baseball franchise) to the City.

STRATEGIC ROUTE 9

Creativity Central

The history, culture, architecture, and natural beauty of Riverside has given birth to a valued community of artists, galleries and performance venues offering visitors, residents and artists an oasis of cultural opportunity.

Ways to achieve this future include:

EXEMPLARY INITIATIVE 9.1

Create intentional, synergistic physical places for artists to live, work, exhibit and sell that appeals to and draws both artists and art patrons or admirers. **Create a highly-visible artists' colony** space/micro-neighborhood by changing zoning requirements; making available low-cost, creative live-work space; and reducing barriers by streamlining government processes.

An Arts Community





EXEMPLARY INITIATIVE 9.2

Develop performance and exhibition spaces that provide opportunities for artists to show their work, encourage public participation in the arts through low-cost and/or free venues and smaller venues for emerging artists to share their art.

EXEMPLARY INITIATIVE 9.3

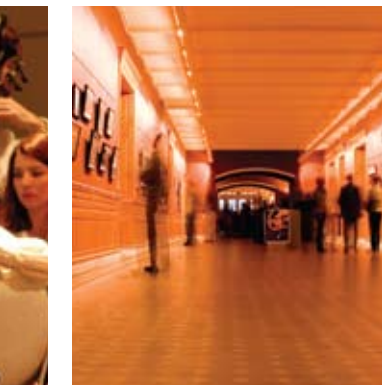
Present Riverside's defining architecture as art – **showcase existing architectural statements** (e.g., the Mission Inn as the City's Eiffel Tower) and ensure that new buildings (e.g., new downtown library) advance the City's historic architectural appeal.

EXEMPLARY INITIATIVE 9.4

Riverside is located within easy driving distance to Los Angeles, but as part of the City's commitment to environmental protection Riverside encourages the use of public transportation. **Ensure that all roads to the arts run through and to Riverside** by working with Metrolink to establish an "Arts Line" that connects Riverside and Los Angeles arts and cultural attractions.

EXEMPLARY INITIATIVE 9.5

Riverside's history of innovation is extensive and impressive. **Establish a Museum of Innovation** to attract professional, highly educated patrons interested in the citrus industry, green manufacturing, engineering and agriculture.



STRATEGIC ROUTE 10

Collaborating to Build Community

Riverside passionately pursues the common good through collaborations and connections among government, academic institutions, for-profit businesses, nonprofit and community-based organizations, faith congregations, and civic and community leaders within the City and the Inland Southern California region.

Ways to achieve this future include:

EXEMPLARY INITIATIVE 10.1

The economic and social challenges are greater now than we have seen in many decades – partnering across sectors is critical to meeting those challenges. **Provide opportunities for Riversiders to develop a shared understanding of “the common good”** and create mechanisms for diverse people to work together to achieve that common good. For example, the community could choose “reducing homelessness” as a common goal, with public and private institutions and residents focusing their energy and effort on achieving it.

EXEMPLARY INITIATIVE 10.2

City and civic leaders have established relationships with leaders of many of the area’s 250 faith congregations, and the community’s needs require even greater coordination and collaboration. **Build on relationships with faith leaders and work together** across sectors in a way that fully values our faith communities as an integral part of the overall community, a powerful source of solutions, and energized partners who make a difference.

EXEMPLARY INITIATIVE 10.3

Riverside is home to many affluent people and successful companies yet lacks a strong philanthropic base on which to build community. **Strengthen local philanthropy and develop new philanthropists** who choose to support regional and local issues and community efforts. For example, launch a Funders’ Alliance that convenes donors and foundations to identify strategic funding opportunities.





EXEMPLARY INITIATIVE 10.4

The City has strong civic leadership but that leadership does not proportionally represent the diversity of the populace. **Promote participation of diverse people** (ethnic, socio-economic, age, geography) in the institutions and civic leadership of the City. For example, recruit diverse participants for boards and commissions throughout the City and expand the opportunities for civic leadership development.

EXEMPLARY INITIATIVE 10.5

To meet the goal of attracting desirable industries and a high-end workforce, Riverside's public and private sectors will develop creative ways to spur achievement and open access to high-wage jobs. **Convene education, civic and business leaders to work together** to create programs like externships, community service projects, hands-on learning opportunities or robust Extension Learning Programs for our desired industries. This will also allow creative, flexible use of existing resources and physical facilities.

"The pessimist complains about the wind. The optimist expects it to change. The leader adjusts the sails."

-John Maxwell

STRATEGIC ROUTE 11

Telling Our Story

*"We can truly say that
this is home. We show it
with pride & are proud to
have our grandchildren
get to know it too."*

-Community Survey Participant





Riverside is known for exciting events, interesting people and innovative businesses, and is routinely featured in a positive light in regional, national and international media, which attracts people to visit and live in the city.

Ways to achieve this future include:

EXEMPLARY INITIATIVE 11.1

Riversiders feel that their City is the best-kept secret in Southern California and want to share it with the world. **Develop a destination marketing and promotional campaign** with key messages that can and will be used by local government, business, educational institutions and others to tell the Riverside story to residents and potential visitors.

EXEMPLARY INITIATIVE 11.2

Ensure that a positive image of Riverside is projected, even to people on the freeway, by creating attractive City entrances, erecting "Welcome to Riverside" billboards ("Welcome to the Emerald City," "Welcome to SmartRiverside," etc.) and creatively marking and defining neighborhoods throughout the City.

EXEMPLARY INITIATIVE 11.3

Utilize local print, online and broadcast media to inform residents and visitors about the latest Riverside news and events. For example: Program a broader range of content for local Channel 3; create a video loop about the best of Riverside and/or upcoming events; and provide students the creative and vocational opportunities to create content for local media.

EXEMPLARY INITIATIVE 11.4

Position Riverside leaders as spokespeople for the Inland Southern California region by developing a roster of key spokespeople and experts, publishing a Riverside media guide and establishing a media access center for remote interviews and other media interactions.



NEXT STEPS ON A BOLD JOURNEY

We are compelled by this bold and far-reaching Agenda for our future community. We now have a clear destination and Strategic Routes to take to get there.

How will you commit your time, energy, funds, enthusiasm, skills, and ideas to get us there together? What will you contribute to stretch minds, brighten hearts, propel action, draw investment, inspire growth and impact generations to come?

*We will boldly take these action
steps & welcome you to join us!*



STEPS TO OUR DESTINY

>> **ACCELERATE MOMENTUM** - Make the process that developed this Agenda permanent and build on it. The following will be accomplished in the next six months:

- Establish a cross-sector group to provide oversight and accountability for the Agenda. The combined Council of Economic Development Advisors (CEDA) and Workforce Advisory Panel (WAP) will be designated to fulfill this role;
- Identify and launch a Steering Committee to develop an implementation plan for the Agenda by prioritizing initiatives, identifying early wins, creating action plans and establishing benchmarks and milestones. The members of the Steering Committee will be diverse, passionate and knowledgeable about the Agenda and will include representatives from business, City government and community and faith-based groups;
- Conduct mapping of existing assets and identify needed resources;
- Ensure that existing public and private sector commissions, committees and task forces incorporate the Agenda in their proceedings and decision-making; and
- Identify staffing necessary to support, inform and help direct ongoing implementation of the Agenda.

>> **REACH FARTHER** - Invest in the future by continuing existing programs and jump-starting exemplary initiatives in the Agenda, such as these priorities:

- Complete Renaissance Riverside;
- Fully implement the Green Riverside Action Plan;

- Expand and extend the impact of SmartRiverside and high technology initiatives;
- Ensure the Medical School at UCR is built and designed to attract related businesses;
- Develop a master plan for the Greenbelt; and
- Preserve and rehabilitate the historic core.

>> **CHOOSE WISELY** - Take the next step in analyzing a future that benefits all by:

- Conduct competitive analyses for each of Riverside's desired industries, pinpointing the City's unique competitive edge;
- Determine Riverside's niche within each industry, based on existing infrastructure, workforce and other assets;
- Analyze carefully the ways to maximize the positive benefits of the Medical School at UCR;
- Similarly, plan comprehensively to take advantage of the re-opening of the Fox Theater by energizing the current Arts & Cultural District;
- Utilize the strategic criteria (outlined on pages 15) to establish accountability mechanisms by which all City and private sector economic development decisions will be measured;
- Strategize for funding and financial support of the Agenda to achieve the benchmarks and milestones identified; and
- On an annual basis, make City budget requests based on long-term financial analysis.



>> **INVOLVE EVERYONE** - Build connections to increase critical mass by:

- Broadly disseminate the Agenda to the community and invite participation as implementation steps are established;
- Create opportunities for engagement and continue to grow as part of implementation of the Agenda;
- Reach out to diverse communities, organizations, and people across the City and bring them into the process, which will build on inclusivity, promote collaboration and foster cross-industry cooperation; and
- Coordinate the business and economic developments of public and private stakeholders, making sure that the private sector has a visible and influential role in shaping land-use policy and devising business incentives.

For Riverside to reach our shared destination this Agenda must transcend the terms of elected officials or current visible civic and business leaders. The Agenda will be a living guide for all of the people and groups who make decisions about and for Riverside, now and into the future. It has been written as an enduring document and a dynamic one, designed to shape the future while maintaining flexibility to adapt to the future.

Our Agenda is clear – to become known as a City with an outstanding quality of life, with the ability to encourage innovation, to be the location of choice for diverse and dynamic people and for unifying action for the common good. We have defined routes that will get us there, identified specific actions to take and determined the public-private partnerships necessary for implementation. Now it's time to get in the car and drive!

If we follow these steps, innovate constantly, value diversity, and exhibit pride in our City, Riverside will seize its destiny and create a better quality of life for all those who live, learn, work, create, worship, invest, play and retire in Riverside.





CALL TO ACTION BY MAYOR RONALD O. LOVERIDGE

Only a few months ago, I charged a group of community leaders to develop a bold and ambitious economic strategic vision for our community. They undertook the task with zeal and thoughtfully engaged a diverse group of community stakeholders to learn what options held the greatest promise for the City.

What resulted is this broad and far-reaching Agenda for the City of Riverside, which centers on improving our economic future through strategic choices for our quality of life.

I believe this vision is so powerful because it is larger than any one individual or institution. It is therefore capable of transcending traditional political alliances, enduring through changes in elected officials, and unifying people of all walks of life through engagement in our community. It is an Agenda that at its roots depends on partnerships across economic sectors, across industries and concerns, and across personal interests in the pursuit of something greater for our City.

I also believe this Agenda is compelling because it rests on the understanding that Riverside is poised for greatness. For many years, we have reinvigorated our institutions, renewed our infrastructure and recaptured the excitement of our people. Now we are ready to take the next steps toward our shared future.

Acknowledgements

Thank you to the many people who contributed so much of their time, energy and excitement to this project. Thanks go particularly to the Steering Committee, who devoted countless hours in meetings, attending visioning sessions and focus groups and reading and editing numerous drafts of the report and related documents. Thank you for your guidance up to this point, and into the future.

I encourage Riversiders who feel passionate about our City to become engaged in implementing the Agenda. There will be many opportunities for you to bring your energy and talent to help us realize the promise this Agenda holds.

I look forward to the future, and to seeing what we achieve!

Thank you,
Mayor Ronald O. Loveridge
City of Riverside





Steering Committee Membership

>> CHAIR

- Dr. David Stewart Dean, A. Gary Anderson Graduate School of Management,
University of California, Riverside
- Tom Donahue General Manager, Marriott Hotel
- Sundip Doshi Chairman/CEO, Surado Solutions
- Charissa Leach Executive Vice President, adkan Engineers
- Damien O'Farrell President, The Pick Group
- Cindy Roth President/CEO, Greater Riverside Chambers of Commerce
- Bob Stockton Principal, Rick Engineering
- Dr. Wendel Tucker Superintendent of Schools, Alvord Unified School District
- Mike Vanderpool President/COO, Security Bank of California
- Dr. Mark Wyatt Vice President, Marketing & Communication,
California Baptist University

>> PROJECT DIRECTOR

- Deanna Lorson Development Director, City of Riverside

>> PROJECT MANAGER

- Tricia Hinckley Economic Development Manager, City of Riverside

APPENDIX

STRATEGIC VISIONING & DEVELOPMENT OF THE AGENDA

In late spring 2009 the Workforce Advisory Panel (WAP), in conjunction with the Council of Economic Development Advisors (CEDA), initiated a strategic visioning process with the goal of being forward-looking and highly inspirational. The two Riverside economic development groups were made up of leading area business persons and Mayor Ronald O. Loveridge.

The Mayor asked David W. Stewart, Ph.D., Dean of the A. Gary Anderson School of Management at UC Riverside, to spearhead a fast-moving process to produce an Agenda for the City before the end of 2009.

A sub-committee of WAP-CEDA worked with Dean Stewart to create 10 bold and far-reaching inspirational statements titled "A Vision for Riverside" that served as a touchstone for the strategic visioning process. On May 26, 2009, the City Council approved "A Vision for Riverside", intending to guide our City of Arts & Innovation to a leading position in the region, country, and world. The City Council also stipulated that significant community input should be a major component of data gathering.



THE CITY OF RIVERSIDE ASPIRES TO BE...



- **A city of dynamism** at the hub of the global economy where business is promoted and recognized as a powerful engine for both economic growth and for its contributions to the quality of life.
- **A city of the future** with deep historical roots that it celebrates and cherishes as a foundation for growth and future development.
- **A city of international reach** that celebrates, promotes, and seeks advantage in the diversity of its people.
- **A city of inspiration** that is the center of a vibrant arts and cultural community that contributes to the quality of life of its own residents and attracts visitors from the region and the world.
- **A city of ideas** that is a center of world-class education, drawing on its history, culture and location as a living laboratory for the development of minds, for fostering innovation, and for improving the quality of life.
- **A city of innovation** that encourages and promotes the development of new technologies and the industries and individual businesses that create and commercialize these technologies.
- **A city of health** that is home to leading institutions and industries that promote the health and welfare of its own residents and contributes to the well-being of all residents around the globe.
- **A city of the earth** that is committed to a clean and sustainable environment and creating solutions to global problems.
- **A city of freedom** to enjoy life in peace and safety.
- **A city of community** that includes a vibrant urban city center, exciting neighborhoods and a commitment to the responsible use and development of the extraordinary outdoor resources that surround us.

Strategic planning firm Gina Airey Consulting, Inc., was retained based on expertise in working across sectors and facilitating creative, participatory processes. With their guidance the Steering Committee oversaw a multi-part process that surpassed 550 hours of participant involvement by over 460 Riversiders.

From the public input data as well as thorough analysis by the Steering Committee, Seizing the Destiny was created, with significant review and refining from the chair of the Steering Committee and City economic development staff.



"Seizing Our Destiny" is presented by...

MAYOR

Ronald O. Loveridge

CITY COUNCIL

Mike Gardner, Ward 1

Andy Melendrez, Ward 2

Rusty Bailey, Ward 3

Paul Davis, Ward 4

Chris Mac Arthur, Ward 5

Nancy Hart, Ward 6

Steve Adams, Ward 7

CITY MANAGER

Bradley J. Hudson

STEERING COMMITTEE led by Dr. David W. Stewart

CONSULTING provided by Gina Airey Consulting

PHOTOGRAPHY provided by University of California, Riverside,
Michael Elderman, Brenda Flowers



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